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CSR in Brazil

Draft Chapter

Rio+25, the Global Compact in Brazil and opportunities presented by the UN Sustainable Development Goals.

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Introduction

In the world of CSR, when one thinks of Brazil one thinks of Rio de Janeiro and their hosting of the United Nations Conference on Sustainable Development from 20 to 22 June 2012. And that is of course 20 years since the United Nations Conference on Environment and Development in Rio 1992. Rio+20 concluded with the statement:

“The future we want. Our common vision 1. We, the Heads of State and Government and high-level representatives, having met at Rio de Janeiro, Brazil, from 20 to 22 June 2012, with the full participation of civil society, renew our commitment to sustainable development and to ensuring the promotion of an economically, socially and environmentally sustainable future for our planet and for present and future generations. 2. Eradicating poverty is the greatest global challenge facing the world today and an indispensable requirement for sustainable development. In this regard we are committed to freeing humanity from poverty and hunger as a matter of urgency. 3. We therefore acknowledge the need to further mainstream sustainable development at all levels, integrating economic, social and environmental aspects and recognizing their interlinkages, so as to achieve sustainable development in all its dimensions...”

(<https://sustainabledevelopment.un.org/rio20/futurewewant>)

Since 1992 there has been progress in the integration of the above three dimensions of sustainable development. Today, ‘Rio+25’ [author description] Brazil has made significant progress with CSR and now has over 700 members of the UN Global Compact. This chapter reviews progress in Brazil with CSR practices and includes four case studies of significant issues that are being faced: Corruption; Gender Equality and Women’s Empowerment; Water and Sanitation; Food and Agriculture Business. The chapter concludes by highlighting key opportunities in Brazil presented by addressing the UN Sustainable Development Goals.

Background

According to the Netherlands Enterprise Agency (NEE, 2016) CSR enjoys broad support among private sector companies, trade unions and non-governmental organisations in Brazil. However, the NEE report also highlights discrepancies between the letter of the law and practice, frequent reports of corruption, and that environmental policy is not always regarded as intrinsic to CSR.

The history of CSR in Brazil is worth reviewing as it sets the context for more recent developments. Sanchez-Rodriguez (2014) maps the development of CSR in Brazil from the 1960s with reference to some pioneering organisations. Catholic commitment, good trade relations and pressures to comply with international standards are all cited as original motivations. Four organisations are noted as having a significant impact in particular: ADCE (Associação de Dirigentes Cristãos de Empresa), FIDES (Fundação Instituto de Desenvolvimento Empresarial e Social), AmCham (American Chamber of Commerce) and PNBE (Pensamento Nacional das Bases Empresariais). Similarly, in the 1980s, GIFE (Grupo de Institutos, Fundações e Empresas), Fundação Abrinq (Foundation of the Associação Brasileira dos Fabricantes de Brinquedos – toy manufacturer association), and Instituto Ethos are cited as being influential.

Individuals are also cited as having significant impact. For example, Oded Grajew who came to Brazil from Tel Aviv aged 12. After success in business he travelled to the USA on a sabbatical in 1997-8 and joined Business for Social Responsibility one of the largest CSR networks. When he returned to Brazil he founded Ethos with a strategic alliance to BSR. Today Ethos, with membership of 1400+ companies which account for 35% of Brazil GDP, produces research, publications, manuals, trainings, campaigns, CSR awards and has its own system of CSR indicators and benchmarking.

Herbert de Souza, sociologist, led a campaign in 1997 for companies to produce Balanço Social (or 'Social Statements') and this gained ground until subsumed by other international standards. For example, The Corporate Sustainability Index (Índice de Sustentabilidade Empresarial) of Brazil emerged in 2005 to recognise the CSR practices of companies listed on the Brazilian Stock Exchange.

The Equator Principles is a risk management framework, adopted by financial institutions, for determining, assessing and managing environmental and social risk in projects. Banco do Brasil (BB), the bank with the most branches in Brazil, in 2005 was the first public bank worldwide to join the group of financial institutions that adhered to the Equator Principles. In 2006 and again in 2013, it formalized its re-admission to the pact, in updated versions after a long process of consultations and discussions between banks, customers and civil society organizations. The Equator Principles (EP) III became effective in 2013. The latest report for BB can be found at Banco do Brasil (2015).

Brazil has also been a key constituent in the development of the international CSR standard ISO 26000 i.e. Brazil and Sweden were the two working committee members. The standard was launched in Brazil in 2010 (see ISO, 2017). According to ISO: 26000:2010 provides guidance rather than requirements; 'thus it helps clarify what social responsibility is, helps businesses and organizations translate principles into effective actions and shares best practices relating to social responsibility, globally. It is aimed at all types of organizations regardless of their activity, size or location'. The schema for the standard is shown at Fig. 1 below.

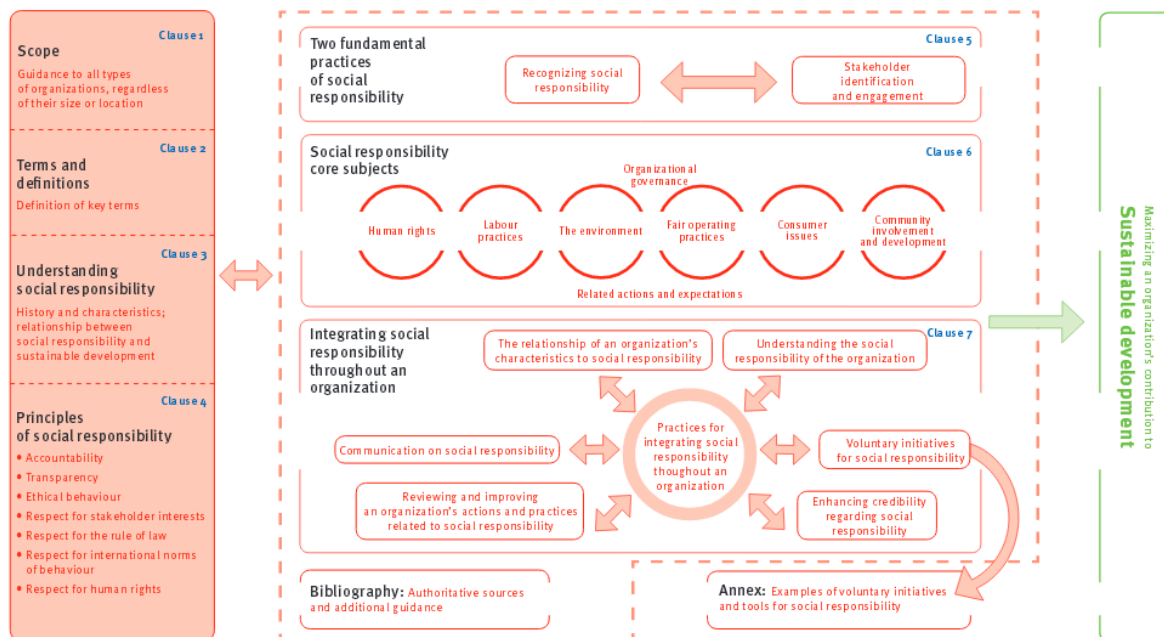


Fig. 1. The schemata for ISO 26000.

The Brazilian National Standards Association (ABNT), a founding member of ISO, conducts numerous events to support the development of CSR practices. In 2014 over 180 entrepreneurs and business people attended the Sebrae workshop on standardization and small business that kicked-off the ISO week in Brazil (<https://www.iso.org/news/2014/09/Ref1889.html>). ABNT stands for Associação Brasileira de Normas Técnicas.

In conclusion Sanchez-Rodriguez (2014) suggests the following historical development of approaches to CSR in Brazil:

- 1960s-1970s: ethical approaches, limited impact, influenced by Christian values.
- 1980s: political approaches, influenced by re-democratization.
- 1990s: integrative approaches, concern with social problems.
- 2000s: instrumental approaches, growing adherence of companies to CSR practices.

Today, CSR in Brazil can be found under different titles e.g. sustainability or social / environmental responsibility. According to Latin Trade (2017) Banco do Brasil and Natura are among the CSR leaders in Brazil. Banco do Brasil uses the title 'social-environmental responsibility' says Robson Rocha, vice president of sustainable development at the bank.

Natura, the beauty-care provider, uses a direct-sales model similar to Avon but outsells the American cosmetics company by stressing its Brazilian roots, soaps made of plants, products free of animal testing, recycled materials, and moving towards a carbon-neutral production chain. In 2008 Natura chose six priority themes, says Janice Casara, sustainability manager at Natura: the Amazon, biodiversity, greenhouse gases, education, product impact and quality of relations. There is a sustainability committee which reports to the senior management of Natura.

The Financial Sector

According to Latin Trade (2017) incentives for companies in Brazil to adopt CSR related practices include: reputational risk, the concerns of consumers, and government legislation. Furthermore, the

financial sector is also influential by making loans more likely for companies with established sustainability practices.

Banco do Brasil has developed a special portfolio for regional development assistance to the tune of 10 million reais (US\$6.2 million); and A Water Program Brazil, developed with the World Wildlife Fund. But the bank's most important effect on the country's sustainability practices comes through its lending decisions to the broader economy. Robson Rocha, vice president of sustainable development at the bank says. 'We won't take on clients involved in degrading work practices, and we won't assume the risk of credit with clients responsible for serious damage to the environment... In a short while there will be no place in the market for companies that haven't incorporated social and environmental concerns into their corporate strategies'.

Private outfits such as Itaú Unibanco and Bradesco, the first - and second-largest Brazilian banks in terms of asset value, respectively, have also got involved. And international banks operating in Brazil also have developed sustainability strategies that focus on: financial education, sustainable finance, diversity and socio-environmental investment; attuned to the Brazilian market. For example, Citi Brazil collaborated with the Brazilian Bank Federation (Febraban) to create an agenda for the inaugural financial education congress held in São Paulo.

Also, American companies with operations in Brazil participate in various public-private partnerships. For example, the Mais Unidos Group was launched in 2006 by the then-U.S. Ambassador to Brazil, the U.S. Agency for International Development (USAID) and American companies. Today, roughly 100 companies representing a broad range of industries participate.

Consumer concern

Jorge Abrahão, president of the Ethos Institute, notes that 'Thirty percent of consumers say that, at the moment of making purchase decisions, they think about sustainability. And that number is growing every year'. Further, Janice Casara, sustainability manager at Natura states: 'The biggest increase in [consumer] consciousness has come in questions related to the ethical supply of natural resources, equitable distribution of benefits and biodiversity conservation. In Brazil, 93 percent of consumers have heard of biodiversity, a larger number than have heard of sustainable development or fair trade'.

However, this concern is tempered by citizen concerns over corruption. The Belo Monte dam project has courted controversy over the potential disruption of river systems and displacing of indigenous peoples. Film director James Cameron, former U.S. President Bill Clinton and actor/politician Arnold Schwarzenegger showed concern over the dam building project. And the destruction of the Amazon Rainforest for timber, grazing, etc, is a perennial concern.

The Belo Monte dam project

According to Rivers International (2017) The Brazilian government was constructing what would be the world's third-largest hydroelectric project on one of the Amazon's major tributaries, the Xingu River. However, The Belo Monte Dam would divert the flow of the Xingu, devastate an extensive area of the Brazilian rainforest, displace over 20,000 people, and threaten the survival of indigenous tribes that depend on the river.

The most controversial dam project facing Brazil, Belo Monte has been a struggle about the future of Amazônia. The Brazilian government had plans to build more than 60 large dams in the Amazon Basin over the next 20 years. Many Brazilians believe that if Belo Monte will represent a carte

blanche for the destruction of all the magnificent rivers of the Amazon - next the Tapajós, the Teles Pires, then the Araguaia-Tocantins, and so on. Thus The Amazon would become an endless series of lifeless reservoirs, its life drained away by giant walls of concrete and steel.

The government says the project will cost more than US\$13 billion, but industry analysts say that due to the difficulties in building a project of this size in the Amazon, its cost could easily exceed US\$18 billion. While the project will have an installed capacity of 11,233 MW, the dam would be highly inefficient, generating as little as 1000 MW during the 3-4 month low water season (Rivers International, 2017).

The project's extremely high cost and the river's large seasonal variations in flow have led many to believe that after completing Belo Monte, Brazil will build other dams upstream with greater storage capacity to guarantee there will be enough water for Belo Monte to generate electricity year-round.

What's the true cost of Belo Monte Dam, asks Rivers International? The answer is that no one knows yet. What's clear is that Belo Monte will be the one of the largest, most devastating infrastructure projects ever to be built in the Amazon. See Fig 2.



Fig. 2. Indigenous peoples impacted by the Belo Monte Dam project.

Numerous NGOs have highlighted the issues of the dam building project including Greenpeace International (2012). The rights and wrongs of the dam project were also highlighted by the Economist (2013). More recently the Guardian (2016a) reported that the 'World's fourth largest hydropower plant's license was suspended weeks before testing turbines because operators failed to compensate local communities'. And the Guardian (2016b) reported that 'plans to build a huge hydroelectric dam in the Amazon have been put on hold after Brazil's environmental agency, Ibama, suspended the licensing process over concerns about its impact on the indigenous community in the region'. See Fig 2 for an image of indigenous people protesting against the dam project.



Fig. 2. Mundurucu people from the Amazon basin protest against construction of river dams near their land, including the controversial Belo Monte power plant.

In 2017, the environmental science and conservation news and information organisation Mongabay, report that thousands who once lived near the Xingu River have been mostly relocated and compensated, but some refuse to go and have taken back territory by reoccupying the Belo Monte Dam reservoir. Overall, tens of thousands of people have been displaced by the dam, which was finished in 2015 (Mongabay, 2017).

Avoiding greenwash

The largest companies in Brazil such as Banking, Construction and Mining all appear to have quite well-developed CSR programmes. Nevertheless, Jorge Abrahão, president of the Ethos Institute, points out that there aren't any examples of companies in Brazil that are entirely socially or economically sustainable. What is important, says Abrahão, is that sustainability policies are regarded as credible as consumers can see through the usual greenwash.

The chemical giant Dow were lead sponsors of a Nature Conservancy three-year project that began in 2008 in the Cachoeira watershed to help restore the ecosystem that provides water to São Paulo. That project set the stage for Dow's global, five-year, \$10 million partnership with The Nature Conservancy. And when Dow Latin America was building a new headquarters in São Paulo, the design was green.

Smaller companies are also working with Ethos. For example, OdontoPrev, the dentistry company, has a recycling joint venture with the University of São Paulo and offers free service to thousands of needy families. According to José Roberto Pacheco, executive director at OdontoPrev. 'In the last few years, the consumer is starting to believe that the activities of a socially responsible company need to go further than what the law requires'. This philosophy has also led OdontoPrev to develop programmes for water reduction and the planting of trees in the attempt to offset its carbon usage.

The UN Global Compact

The UN Global Compact is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals. Launched in 2000, the United Nations Global Compact is both a policy platform and a practical framework for companies that are committed to sustainability and responsible business practices. As a multi-stakeholder leadership initiative, it seeks to align business operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to catalyze actions in support of broader UN goals. With 8,000 corporate signatories in 145 countries, it is the world's largest voluntary corporate sustainability initiative (Global Compact, 2014).

The UN Global Compact's Ten Principles are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption. The Ten Principles are grouped under four key themes as follows:

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Sister initiatives of the UN Global Compact include the UN-supported Principles for Responsible Investment (PRI), the Principles for Responsible Management Education (PRME) and the Global Cities Programme. Importantly, Trade Unions are represented on the UN Global Compact Board; as are certain international business associations such as the World Business Council on Sustainable Development; and certain professional associations are partners such.

Global Compact Network in Brazil

The Global Compact Network in Brazil was established in 2003. As of April 2014 there were 595 participants. According to André Oliveira, president of the Global Compact Network Brazil and Legal Director and CCO of BASF, 'Brazil's problem is not civil construction, it is not the trains, and it is not the meat. Brazil's problem is corruption'. As a result corruption is one of the key themes the network has focussed on.

1. CORRUPTION. Global Compact Network Brazil (2017) Promotes Workshop on Collective Action Against Corruption, Sao Paulo, Brazil.

The Global Compact Local Network in São Paulo convened an event with about 60 people in the Regional Council of Administration (CRA-SP) which will continue through into 2018. The initiative's main objective is to implement a platform for learning and dialogue to fight corruption in the private sector by bringing relevant stakeholders to identify key challenges and ways of solving them collectively. André Oliveira, president of the Global Compact Network Brazil and Legal Director and CCO of BASF South America stresses that the Anti-Corruption Thematic Group is one of the most active and dedicated groups in the network:

'Our idea is to identify crucial challenges, seek and share solutions and train mainly small and medium enterprises, which, because of their smaller structures, end up having more difficulty in this area', said Oliveira, referring to the Tenth Principle of the UN Global Compact. Reynaldo Goto, Coordinator of the Anti-Corruption Working Group of the Global Compact Network and Compliance Director of Siemens, added that 'The idea here is to establish a new collective action group in Brazil and map the challenges'.

Claudia Taya, Secretary of Transparency and Corruption Prevention of the Ministry of Transparency, Inspection and Comptroller General of the Federal Government, stresses the importance of including small and medium enterprises in the anti-corruption process. To this end, she says that the Federal Comptroller General's Office is wagering on partnerships with Sebrae's Honest Company Program in order to get close to the sector. 'Corruption is a two-way street, and for every corrupter there is a corrupted', she specified, about the importance of having broad anti-corruption programs, contemplating both the public and private sectors.

Taya's view was reinforced by the Secretary of the Economic and Social Development Council of the Civil House, Patrícia Audi. 'The fight against corruption is a collective action. There is no protagonist, a sole person who is responsible', she said. She also pointed out progress that has been made in the fight against corruption in the country. 'Brazil has been doing its part and is giving a great example to the world in the fight against corruption', remarked Audi about Operação Lava Jato [Car Wash Operation], the investigation responsible for arresting politicians and businessmen – something that would be considered impossible by most Brazilians a few years ago.

She also weighed in on the importance of reconsidering the Brazilian political system, and that the fight against corruption permeates all public policies. 'It's no use changing the players without thinking about rethinking a political reform that is efficient', she remarked.

Reynaldo Goto also joins the chorus that defends reforms in the Brazilian society, and sees education as the main tool to fight corruption. 'I think that there is a convergence of understanding linked to basic education. The great challenge is execution'. The coordinator of the Anti-corruption Working Group also stated that there is no easy way out for the problem and stressed the importance of companies investing in the future, even in the face of a crisis scenario in uncertainties.

Roberto Livianu, from Instituto Não Aceito Corrupção [I Do Not Accept Corruption Institute], pointed out in his speech that corruption will not be solved by chance, and that there is need for action in the political field. 'In 2018, we need to clean up because our political representation is deplorable. There is no political representation that legislates in the interest of society', he criticized. During his speech, the prosecutor also made a series of provocations, like defending the end of the privileged forum in Brazil and criticizing the retroactive prescription of crimes, something that, in his opinion, scratches Brazil's image before the international community.

2. **FOOD AND AGRICULTURE.** Global Compact Network Brazil (2017) Promotes Public Consultation on Food and Agriculture Business Principles, São Paulo, Brazil.

In 2014 the Global Compact Network Brazil held a public consultation in São Paulo on the UN Global Compact Food and Agriculture Business Principles (FAB Principles) currently in development. Over 60 representatives from business, trade unions and civil society participated in the country consultation.

Participants were asked to make suggestions to the preliminary draft of the FAB Principles, which presented six guidelines to promote sustainable agricultural production: (1) Aim for Food Security, Health and Nutrition; (2) Be Environmentally Responsible; (3) Ensure Economic Viability and Share Value; (4) Respect Human Rights, Create Decent Work and Help Rural Communities to Thrive; (5) Encourage Good Governance and Accountability; (6) Promote Access and Transfer of Knowledge, Skills and Technology.

Network Representative Jorge Soto noted that food security was identified by companies in the 2012 Global Compact Annual Implementation Survey – conducted with more than 1,700 companies in 100 countries – as one of the most urgent sustainability challenges. ‘For the representatives of the agribusiness sector in Brazil, we need to mobilize Brazilian companies to act responsibly and play our part in promoting a less aggressive logic in food production and to be more inclusive in consumption’, said Soto.

Renata Seabra, Executive Secretary for the Brazilian Committee of the UN Global Compact, reinforced the importance of the issue to the nearly 600 signatories in Brazil today. ‘This year we created the Thematic Group for Sustainable Agriculture... Besides acting in the dissemination and implementation of the Food and Agriculture Business Principles, the Group will develop projects and partnerships in the area, combining the UN international platform actions with the local level’, Seabra said.

Former Minister Roberto Rodrigues, member of the Superior Council of Agribusiness held on the Federation of Industries of the State of São Paulo (Fiesp), suggested more clarity with regard to the small farmer in all six FAB Principles guidelines. ‘Who is the small producer? What is the concept that we have universally on small farmers’, he asked. While recognizing the importance of the issue, Isabella Vitalli of Proforest in Latin America made the point that it is difficult to standardize this concept globally.

The Director of the Department of Environment at Fiesp, Nelson Pereira dos Reis, also participated in the consultation and said that the event offered an opportunity to assess all the implications of agriculture in the economy and society. Finally, the Head of Social Responsibility at Rabobank, Luiz Fernando do Amaral, suggested an updated approach to the subject and a simplification of the language. Amaral also proposed that the Principles be embedded in the mission and values of companies. ‘This is something that people overlook’, he warned. ‘It is very important to align our expectations. A report, to be innovative, should be simple enough and systematized for different types of queries’, Amaral suggested.

3. **GENDER EQUALITY AND WOMEN’S EMPOWERMENT.** Global Compact Network Brazil (2017) Brings Together Business Leaders in Support of Gender Equality and the Women’s Empowerment Principles, São Paulo, Brazil.

In 2015 the UN Women and Global Compact Network Brazil partnered to discuss progress and practices of the Women's Empowerment Principles (WEPs). Recognizing that empowering women fuels thriving economies, over 70 business leaders, including those representing 26 WEPs signatory companies, met in São Paulo on 24 March to discuss the critical role that the private sector plays in achieving gender equality.

Nadine Gasman, UN Women Brazil Representative, opened the meeting by emphasizing the importance of companies in achieving gender equality and the need to discuss race and gender together. Denise Hills, Global Compact Network Brazil Vice-President, remarked: '[Gender equality] is a question of balance. We must see it as an opportunity to include new ideas and talents in companies' management'.

KPMG Brazil CEO Pedro Melo highlighted the importance of the CEO's commitment to gender equality in the workplace, citing the 2014 study *Winning hearts and minds – How CEOs talk about gender parity*. Other speakers included: Margaret Groff (Itaipu Binacional); Malu Nunes (Fundação Grupo Boticário); Flávia Venturoli Pettená (Dow); Simone Sarita Schaffer (Special Secretariat for Women's Policies); Rodrigo Vianna (Talenses); and Andrea Weichert (EY).

The Women's Empowerment Principles offer guidance on how to empower women in the workplace, marketplace and community. Launched in 2010, the principles are a joint initiative between UN Women and the UN Global Compact. There are currently 63 Brazilian companies who have signed onto the WEPs.

4. WATER AND SANITATION. Global Compact Network Brazil (2017) Brazil Collaboration Lab Promotes Innovative Partnerships in Water and Sanitation São Paulo, Brazil.

In 2014, The UN Global Compact launched the Brazil Collaboration Lab to connect companies and organizations of all sizes with a common goal: to develop partnerships and projects featuring innovative solutions in water and sanitation. The Brazil Collaboration Lab helps interested stakeholders to discover new business and partnership models that are designed to advance innovations that create both social and financial returns.

Organized by the Global Compact Network Brazil, the UN Global Compact and Venture Partners of Brazil, the event brought together nearly 70 representatives of corporations, social enterprises, small and medium-sized enterprises (SMEs), Government and civil society to discover new business models, meet prospective innovation partners, and access a set of resources designed to support partnership formation and project implementation – with a focus on the importance of water sustainability for both business and society.

Water and sanitation is a priority for the United Nations, which calls on the global community and the private sector to meet the challenge of protecting and improving water quality and sanitation. According to the UN, nearly one billion people lack access to an adequate supply of water.

'This is a great opportunity for inclusion of companies in the local innovation context and can thus increase the impact and the scale of their sustainability initiatives', said Renata Seabra, Executive Director of the Global Compact Network Brazil.

A conversation between Marcos Lisboa Cintra, Vice President, Insper, and Pedro Wongtschowski, Chairman Board of Directors and CNPEM EMBRAPPII, opened the debates of the day. According to Wongtschowski, Brazil has large yet underutilized potential for technological innovation. Encouraging government innovation in the area of tax regulation for the private sector, Cintra stated,

‘Brazil needs to improve the business environment with simpler rules and by reducing time-consuming bureaucracy’.

The Potential of Partnerships. To underscore the main theme of the potential of corporate-SME partnerships, presenters from Redox Ambiental, Fluxus Design Ecológico, Natura, Whirlpool and Unilever shared inspirational examples of projects ready for partnerships. Marco Locatelli, Founder and Partner of Redox Ambiental, presented a technique the company developed based on Advanced Oxidative Processes designed to eliminate emerging contaminants of soil and groundwater with higher efficiency and lower cost compared to conventional methods. Also citing lower costs and higher efficiency, Guilherme Castagna, of Fluxus Design Ecológico, presented the company’s work to improve the efficiency of the entire water cycle in architectural projects.

Large companies are taking note of such innovative and efficient processes and are taking steps to encourage their development. A Natura Campus representative discussed their efforts to stimulate open dialogue and innovation in the scientific community. Representatives from Whirlpool and Unilever also highlighted the importance of partnerships to make advances in water sustainability.

Business Cafes: Finding Synergies. During the afternoon, participants rotated among eight ‘Business Café’ roundtables that covered topics such as research and development, human capital, investment, infrastructure and governance. The sessions enabled participants to start mapping mutual interests in order to develop collaborative and innovative projects.

Ideas for several projects emerged, many focused on education of the public and policymakers, supply chain traceability and the development of accelerators to identify innovative solutions that address specific areas of the water and sanitation value chain.

Concluding the day, Alexandre Comin, Director of Competitiveness at the Brazilian Ministry of Development, Industry and Foreign Trade, shared a positive message regarding performance expectations of the private sector, and noted that the current water crisis in the country reinforces the notion that water and sanitation is also a corporate responsibility.

Over the next few months, the Brazil Collaboration Lab, with the support of facilitators who will provide mentoring, will promote the ideas with the most potential for scale. To support the development of projects, Renata Seabra, of the Global Compact Network Brazil, encouraged participants to join various platforms which support the aim of partnership formation: the Social Enterprise Action Hub - Gateway 2.0 which connects high-impact businesses to innovative financing options, the Business Partnership Hub which helps members find potential partners, and the CEO Water Mandate which supports companies in their water stewardship efforts.

Now through the Global Compact organisations in Brazil are asked to support the UN Sustainable Development Goals.

The UN Sustainable Development Goals

In September 2015, world leaders agreed the 17 Sustainable Development Goals (SDGs, figure 1.) that are heralded as one of the chief global tools for ending poverty, fighting injustice and tackling climate change. According to Kingo (Sustainia100, 2016), Executive Director UN Global Compact, cities and governments around the world have been embracing this new agenda; and businesses in particular have unprecedented opportunities to find new markets. What then has been the impact of the UN SDGs in Brazil? Will implementing the UN SDGs lead to a new era of innovation and entrepreneurship in Brazil?

SUSTAINABLE DEVELOPMENT GOALS



Fig. 3. The UN Sustainable Development Goals.

Sustainia (2016) experts reviewed several thousand projects from across the globe (see notes 1 & 2 below) and overall short-lists of 100 per year produced of the most innovative and inspiring projects. Evaluation criteria for short-listing the projects were: that the solution is readily available; scalable; has positive environmental impact; is financially viable; and will improve quality of life.

Ten sectors	Key trends 2014	Key trends 2015	Key trends 2016
Buildings	More efficient buildings	Climate resilience; Creating value from local resources	
Food	Water efficiency	Creating value from local resources	
Fashion	Responsible Supply Chains	Access over ownership	Making profit from unlikely materials
Transportation		Access over ownership	
IT		Digital mapping	People powered data for better infrastructure
Education		Community action	
Energy			Affordable and clean energy
Health		Business at the base of the pyramid	Cities as health promoters
Cities	Data analytics; Rethinking consumption		Cities as health promoters
Resources	Circular economy	Incentivising circularity	

Table 1. Key Sustainia100 trends 2014-2016

Sustainia100 solutions from Brazil

Three projects for Sustainia100 demonstrate how solutions from Brazil are attracting critical acclaim. The projects represent innovative solutions from Transport, Health and Resources sectors.

Solution 1 (Sustainia100, 2014) in Rio is showcasing the benefits of transformational urban transportation with two bus rapid transit (BRT) corridors. Benefits include reduced commuter time (leading to an estimated \$23 million saving per year); and CO₂ emissions (estimated at more than 25 million tons per year); but also extra green space, more cycleways and wider pavements for pedestrians.



Fig. 4. Rio's Bus Rapid Transit (BRT) corridors.

Solution 2 (Sustainia100, 2015) concerns solar-powered hearing aids. Solar Ear is a Brazilian solar business that manufactures, assembles, and distributes digital hearing aids with solar battery chargers based on un-patented technology that can be shared. The batteries last up to three years and are compatible with 95% of hearing aids on the market. Disposable zinc-air batteries are thus replaced with rechargeable solar powered batteries reducing waste. Cheaper hearing aids (under \$100) helps avoids social exclusion e.g. removing hearing loss as a barrier to employment.

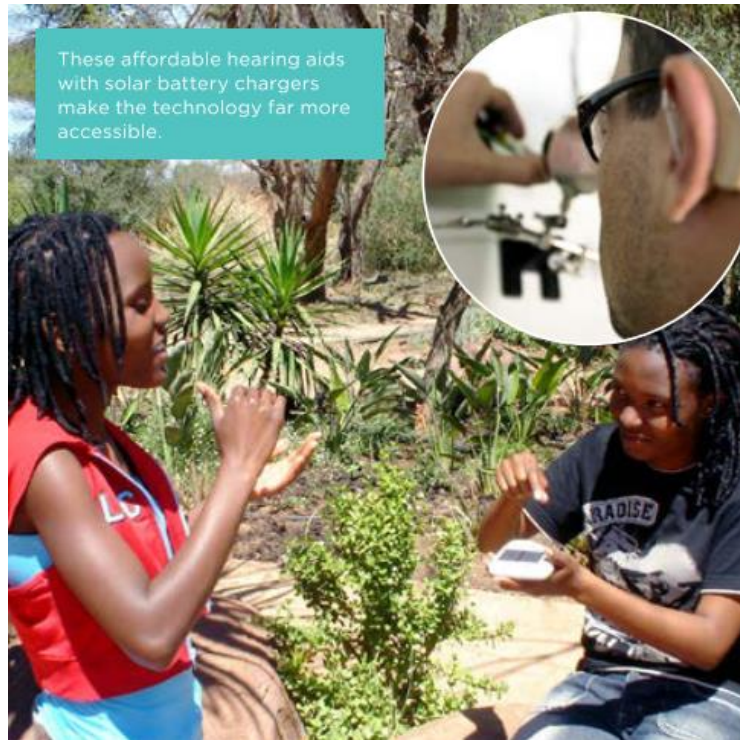


Fig. 5. Solar Ear – affordable hearing aids.

Solution 3 (Sustainia100, 2015) concerns an entirely plant-based beverage carton. The cartons and caps are made of polyethylene derived from Brazilian sugar cane and Forest Stewardship Council (FSC) certified paperboard. This renewable, traceable, and certified bio-plastic provides a useful alternative to conventional beverage packaging. Consumers can see that the packaging is greener; and the product has proved cost effective to manufacture.



Fig. 6. Entirely plant-based beverage carton.

Future CSR opportunities

The UN Sustainable Development Goals (SDGs) provide an agenda for identifying further opportunities to develop socially and environmentally responsible products and services. Der Norske Veritas (DNV GL, 2017) have mapped sustainability opportunities for 2015, 2016 and 2017 onto a wheel of 15 global risks and 45 segmented opportunities (see figure a, 2017).

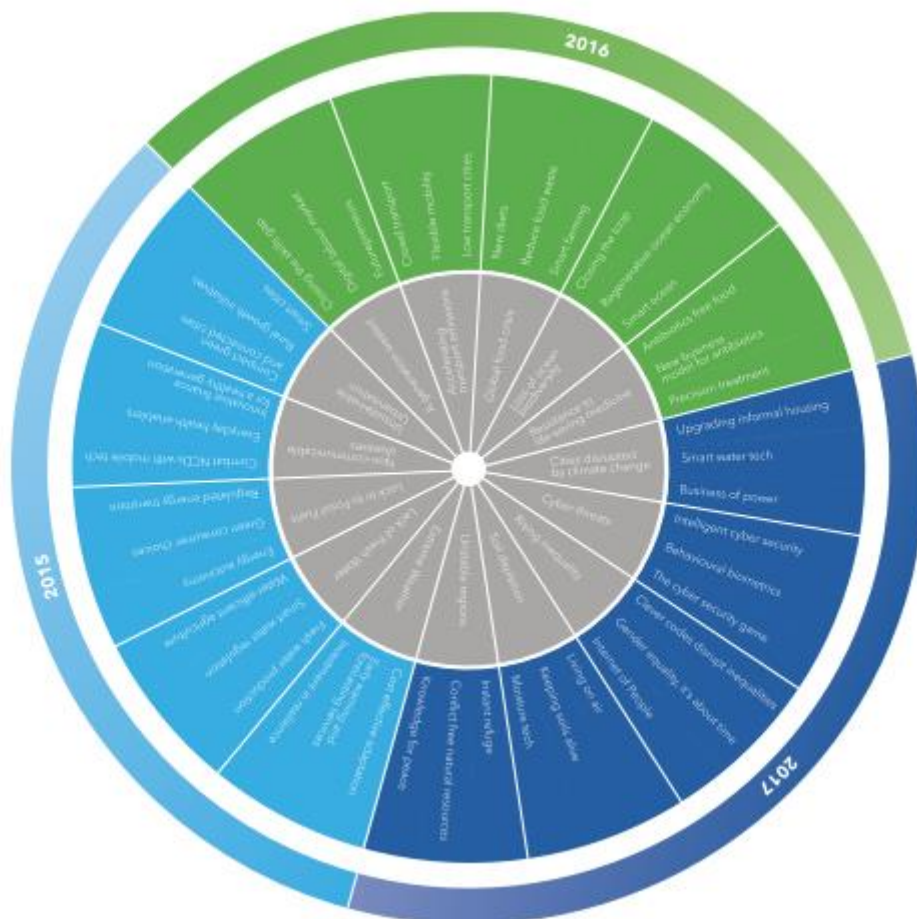


Fig. 7. Global risks and opportunities, DNV GL, 2017.

The challenge is set for enterprise and for eco and social entrepreneurs to find solutions to the global opportunities. And Higher Education Institutions need to better prepare the entrepreneurs of the future to tackle these important risks. For example, entrepreneurs can evaluate which solutions will work in different settings and contexts. DNV GL (2017) surveyed business leaders to discover which of the UN SDGs they felt had the most potential for business. The results are represented in Figure 8 revealing that larger businesses regard SDGs #8, 3, 9, 15 as the top four in terms of potential. This means that there are plenty of opportunities for entrepreneurs.

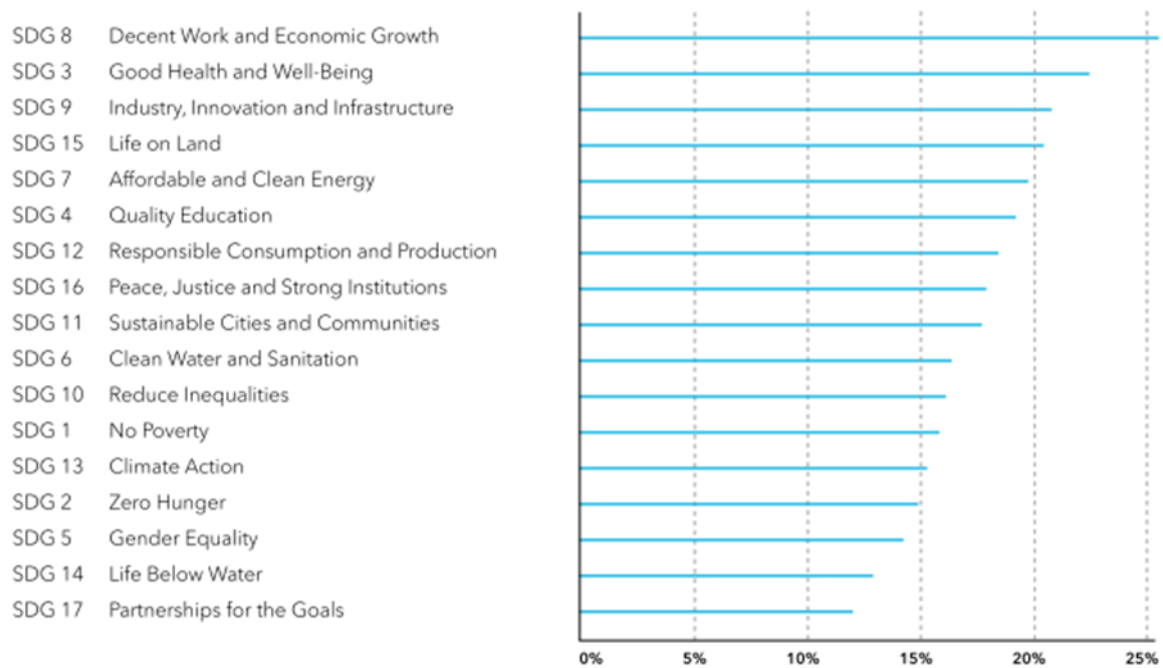


Fig. 8. Rating of SDGs as the most potential for business, DNV GL, 2017.

DNV GL (2017) also looked at the overlaps between global opportunities and technology to demonstrate that there can be new opportunities at these intersections, as depicted in Figure 9. The question remains though, to what extent are we identifying and supporting the entrepreneurs with the appropriate mindsets to tackle these issues and problems? Where are the ecopreneurs for the future, or futurepreneurs?

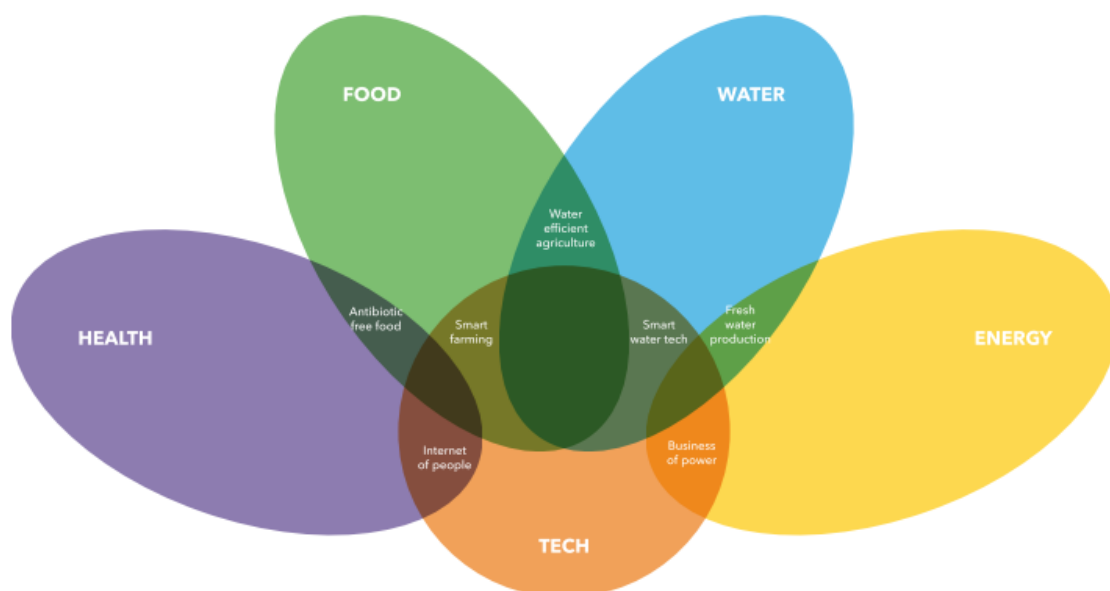


Fig. 9. DNV GL, 2017.

Education of tomorrow's entrepreneurs

In a global study on Higher Education for Sustainable Development (Mader & Rammel, 2014), 425 higher education stakeholders from 101 countries responded and reported about their achievements and challenges. The study, carried out in collaboration with the International Association of Universities and financed by the Austrian Federal Ministry of Science Research and Economy, was presented in September 2014 at the international Conference on Higher Education for Sustainable Development in Nagoya, Japan. Globally 45% of respondents say that they are inspired by policies to integrate sustainability into their institution.

According to Kingo (Executive Director UN Global Compact, Sustainable100 2016) cities and governments around the world are embracing the new agenda of the UN SDGs and working to implement them as part of local and national policies. Further, Kingo argues that businesses are at the forefront of helping to shape the new technologies, solutions, and innovative business models needed to achieve the SDGs.

The above trends appear to have an undoubted impact on multiple sectors. And this is reflected in the growing interest in moving to more sustainable production and consumption patterns. However, key questions are raised: to what extent are businesses geared up to these challenges? Do they have the mindsets and skills needed to focus on the solutions required? Are HEIs developing such skills?

Moon (2013, 2014) identified the skills needed in the green economy and the eco entrepreneurial mindset required. Nevertheless, relatively few HEIs appear to be gearing themselves up for this challenge. Thus, there appear to be few dedicated courses on eco-innovation or eco-entrepreneurship, green economy or sustainable business. And many HEIs operate with silos without the necessary cross disciplinary collaboration necessary to tackle complex societal and environmental problems. This latter point is reinforced by Annan-Diab & Molinari (2017).

Thus, it appears that HEIs are willing to embrace the sustainability agenda in general but might lack the capacity to support the UN SDGs in their strategy and operations. The European Commission funded project "University Educators for Sustainable Development" (UE4SD) revealed that among 33 European countries there is a big lack of professional training programs in education for sustainable development. An investigation among 33 countries showed that even though 16 countries report about national strategies or action plans on sustainable development or ESD, only 9 strategies call for professional development and only seven countries report about national or regional initiatives for professional ESD training (UE4SD, 2014). Consequently, there is a big gap between what is told in national or regional strategies and what is done to empower people to act accordingly.

The Mader and Rammel 2014 study for UNESCO Chair in Higher Education for Sustainable Development, International Association of Universities, Institute for the Advanced Studies of Sustainability (United Nations University) concluded that: to achieve related goals of drafted UN SDGs, HEIs, and higher education policy needs to take action to change not only single curricula, research programs or waste systems within institutions but enable a whole of institution and system-wide transformation in collaboration with practice. This transformation would be enhanced by the following actions:

- Establishing transdisciplinary settings for research and education

- Aiming at capacity building and training to enable individual and collective leadership for sustainability in higher education
- Initiating the assessment of global, regional and local challenges so to link global challenges to regional context
- Establishing sustainability as base line for higher education policies at national, regional and global level.
- Applying a whole institution approach that reflects people's needs and competences
- Inspiring transformations at the interface of education, research, policy and practice.
- Supporting a stronger focus on transformative education and new ways of teaching and learning.

Pictorially the above points are depicted by Mader & Rammel in figure 10.



Figure 10. System transformation for sustainable development at education, research, policy and practice interface, Mader & Rammel, 2014.

Thus, Greening the University requires much more than simply bolting on new courses on sustainability. IARU (2016) advocates that campus wide operations; transport; communication; buildings; laboratories; employee and student engagement; green purchasing; all need to be involved. Universities are thus catalysts for a sustainable society and as such there needs to be a whole organisation ethos, commitment and approach. The UN SDGs can provide a framework to help achieve this.

The UN Higher Education Sustainability Initiative

300 universities globally have signed up to the UN Higher Education Sustainability Initiative (HESI, 2017). Signatories are asked to make SMART commitments to achieving the UN Sustainable Development Goals. Goal #4 is an obvious commitment as it relates to education. However, universities are also choosing other SDGs to accord with their mission and values. Ashridge in the UK has chosen to report against all of the SDGs and is one of the first HEIs globally to do this.

There was a review of progress with the UN HESI for Rio+20 in 2014. Globally, 73% of the institutions who had submitted commitments were found to have made at least partial progress on their commitments, either directly or indirectly. 18% were found to have demonstrated no progress; the remaining 9% of institutions' progress could not be determined. As regards teaching, the majority listed sustainability as an elective or limited to its management or environmental department.

However, a smaller percentage mandates a sustainability course across all programs and offers majors focusing on sustainability. Further, a small minority of schools have integrated sustainability across all courses. According to These exemplary institutions have conducted holistic assessments of their current curricula, and from this evaluation, have worked to systematically embed sustainability into the core of all course offerings and programs. To facilitate faculty development, a number of schools also conduct training programs and have published resources on how to teach sustainability.

As regards research, the majority of HEIs have highlighted faculty and/or student research publications on a topic relating to sustainability, and mention sustainability as an objective of their research activities. However, some HEIs maintain groups, departments, and even centres dedicated exclusively to promoting and coordinating research on sustainability. Among these, some offer funding, mentorship, fellowships and other incentives to engage both faculty and students in sustainability research.

As regards operations, the majority of HEIs have implemented initiatives to green their campus such as recycling programs and bike-sharing or tree planting. Some HEIs are actively taking steps to reduce their carbon footprint; and using external verification against a standard such as LEED or ISO 14000. The IARU (2017) provides an excellent framework for HEIs to adopt an holistic approach across the curriculum and operations.

HEIs signatories in Brazil include: Business School São Paulo, Fundação Dom Cabral, Fundação Getúlio Vargas, Instituto Superior de Administração e Economia. However, all these HEIs only refer to SDG #4. This leaves plenty of room for further improvement. See HESI (2012, 2017) for further details.

Conclusions

The above paper has reviewed CSR developments in Brazil and identified areas that still need to be addressed such as broader commitment of HEIs to the UN SDGs. Innovative solutions have been identified in Brazil to global and local problems that go some way to tackling the issues identified in the UN SDGs. And the work of the Global Compact Network in Brazil shows that there is openness to tackling concerns over corruption, etc.

Tackling pressing global problems of climate change though requires creative thinking but also collaboration. The issues are simply too complex to leave to chance. The mindset of eco and social entrepreneurs differs from traditional entrepreneurs in two important aspects: empathy and compassion. This aspect places them at the heart of tackling the economic, social and environmental issues identified with the UN SDGs. HEIs need to adapt and change to support teaching, research and practice that recognises and rewards eco and social entrepreneurship much more significantly than at present. This applies as much to Brazil as all other countries.

The author of this chapter would like to finish by suggesting a new chapter to the history of CSR in Brazil provided by Sanchez-Rodriguez (2014) .

1960s-1970s: ethical approaches, limited impact, influenced by Christian values.

1980s: political approaches, influenced by re-democratization.

1990s: integrative approaches, concern with social problems.

2000s: instrumental approaches, growing adherence of companies to CSR practices.

[2010s: values based approached, increasing recognition of the urgency of tackling the UN SDGs and the new mindsets required such as those of eco and social entrepreneurs].

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2. The UN Global Compact Network in Brazil produced the case study information on Corruption; Gender Equality and Women's Empowerment; Water and Sanitation; Food and Agriculture Business.
3. DNV GL produced the text and images referring to global risks and opportunities 2017.

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